

in the Section 36(b)(1) AECA certification 19-72 of October 30, 2019.

Sincerely,

JAMES A. HURSCH,
Director.

Enclosures.

TRANSMITTAL NO. 0B-22

Report of Enhancement or Upgrade of Sensitivity of Technology or Capability (Sec. 36(b)(5)(A), AECA)

(i) Purchaser: Government of Croatia.

(ii) Sec. 36(b)(1), AECA Transmittal No.: 19-72; Date: October 30, 2019; Military Department: Army.

Funding Source: National Funds.

(iii) Description: On October 30, 2019, Congress was notified by Congressional certification transmittal number 19-72 of the possible sale, under Section 36(b)(1) of the Arms Export Control Act, of two (2) UH-60M Black Hawk Helicopters in standard USG configuration with designated unique equipment and Government Furnished Equipment (GFE), up to nine (9) each T700-GE-70 ID engines, and up to nine (9) each H-764GU/Embedded Global Positioning/Inertial Navigation (EGI). Also included was Communication Security equipment including an AN/APX-123A Identification Friend or Foe (IFF) transponder, AN/ARC-201D RT-1478D, and AN/ARC-231 RT-1808A radios, aircraft warranty, air worthiness support, calibration services, spare and repair parts, support equipment, communication equipment, weapons, ammunition, night vision devices, publications and technical documentation, personnel training and training devices, site surveys, tool and test equipment, U.S. Government and contractor technical and logistics support services, and other related elements of logistical and program support. The estimated total cost was \$115 million. Major Defense Equipment (MDE) constituted \$60 million of this total.

This transmittal reports the inclusion of additional non-MDE articles that were not previously notified: AN/ARC-201D RT-1478D radios. The total estimated non-MDE value will increase by \$.07 million. The total estimated MDE value will remain \$60 million. The total estimated case value will increase to \$115.07 million.

(iv) Significance: The proposed sale of defense articles and services supports Croatia's ongoing modernization of its ageing fleet of Mi-8 helicopters and transition to NATO specification transport helicopters. This will contribute to Croatia's effort to update their capabilities and enhance interoperability with NATO allies.

(v) Justification: This proposed sale will support the foreign policy and national security of the United States by improving the security of a NATO Ally that continues to be an important force for political stability and economic progress in Europe.

(vi) Sensitivity of Technology: The Sensitivity of Technology statement contained in the original notification applies to items reported here.

The highest level of classification of defense articles, components, and services included in this potential sale is UNCLASSIFIED.

(vii) Date Report Delivered to Congress: February 16, 2022.

ARMS SALES NOTIFICATION

Mr. MENENDEZ. Madam President, section 36(b) of the Arms Export Control Act requires that Congress receive prior notification of certain proposed arms sales as defined by that statute. Upon such notification, the Congress has 30 calendar days during which the

sale may be reviewed. The provision stipulates that, in the Senate, the notification of proposed sales shall be sent to the chairman of the Senate Foreign Relations Committee.

In keeping with the committee's intention to see that relevant information is available to the full Senate, I ask unanimous consent to have printed in the RECORD the notifications which have been received. If the cover letter references a classified annex, then such annex is available to all Senators in the office of the Foreign Relations Committee, room SD-423.

There being no objection, the material was ordered to be printed in the RECORD, as follows:

DEFENSE SECURITY
COOPERATION AGENCY,
Arlington, VA, February 17, 2022.

Hon. ROBERT MENENDEZ,
Chairman, Committee on Foreign Relations,
U.S. Senate, Washington, DC.

DEAR MR. CHAIRMAN: Pursuant to the reporting requirements of Section 36(b)(1) of the Arms Export Control Act, as amended, we are forwarding herewith Transmittal No. 22-20, concerning the Army's proposed Letter(s) of Offer and Acceptance to the Government of Poland for defense articles and services estimated to cost \$6 billion. After this letter is delivered to your office, we plan to issue a news release to notify the public of this proposed sale.

Sincerely,

JAMES A. HURSCH,
Director.

Enclosures.

TRANSMITTAL NO. 22-20

Notice of Proposed Issuance of Letter of Offer Pursuant to Section 36(b)(1) of the Arms Export Control Act, as amended

(i) Prospective Purchaser: Government of Poland.

(ii) Total Estimated Value:
Major Defense Equipment* \$4.4 billion.
Other \$1.6 billion.
Total \$6.0 billion.

Funding Source: National Funds.

(iii) Description and Quantity or Quantities of Articles or Services under Consideration for Purchase:

Major Defense Equipment (MDE):
Two hundred fifty (250) M1A2SEPV3 Abrams Main Battle Tanks.

Two hundred fifty (250) AN/VLQ-12 CREW Duke Counter-IED Systems.

Twenty-six (26) M88A2 HERCULES Combat Recovery Vehicles.

Seventeen (17) M1110 Joint Assault Bridges.

Two hundred seventy-six (276) M2 .50 Caliber Machine Guns.

Five hundred (500) M240C 7.62mm Machine Guns.

Fifteen (15) AGT1500 Gas Turbine Engines.
Nine thousand one hundred sixty-eight (9,168) 120mm M865 Target Practice, Cone Stabilized, Discarding Sabot-Tracer (TPCSDS-T) Cartridges.

Four thousand five hundred ninety-two (4,592) 120mm M1002 Target Practice Multipurpose Tracer (TPMP-T) Projectiles.

Thirteen thousand nine hundred twenty (13,920) 120mm M830A1 High Explosive Anti-Tank (HEAT) TP-T Cartridges.

Six thousand nine hundred sixty (6,960) 120mm XM1147 High Explosive Multipurpose Tracers.

Non-MDE: Also included are forward repair systems; trailer mounted generators; Common Remote Operated Weapons Station Low Profile (CROWS-LP); communications equip-

ment; GPS receivers; ammunition; spare and repair parts; Special Tools and Test Equipment (STTE); technical manuals and publications; maintenance trainers; gunnery training systems; tank driver's trainers; new equipment training; U.S. Government and contractor technical, engineering, and logistics personnel services; and other related elements of logistics and program support.

(iv) Military Department: Army (PL-B-UDT).

(v) Prior Related Cases, if any: None.

(vi) Sales Commission, Fee, etc., Paid, Offered, or Agreed to be Paid: None.

(vii) Sensitivity of Technology Contained in the Defense Article or Defense Services Proposed to be Sold: See Attached Annex.

(viii) Date Report Delivered to Congress: February 17, 2022.

*As defined in Section 47(6) of the Arms Export Control Act.

POLICY JUSTIFICATION

Poland—M1A2 SEPv3 Main Battle Tank

The Government of Poland has requested to buy two hundred fifty (250) M1A2SEPV3 Abrams Main Battle tanks; two hundred fifty (250) AN/VLQ-12 CREW Duke counter-IED systems; twenty-six (26) M88A2 HERCULES Combat Recovery vehicles; seventeen (17) M1110 joint assault bridges; two hundred seventy-six (276) M2 .50 caliber machine guns; five hundred (500) M240C 7.62mm machine guns; fifteen (15) AGT1500 gas turbine engines; nine thousand one hundred sixty-eight (9,168) 120mm M865 Target Practice, Cone Stabilized, Discarding Sabot-Tracer (TPCSDS-T) cartridges; four thousand five hundred ninety-two (4,592) 120mm M1002 Target Practice Multipurpose Tracer (TPMP-T) projectiles; thirteen thousand nine hundred twenty (13,920) 120mm M830A1 High Explosive Anti-Tank (HEAT) TP-T cartridges; and six thousand nine hundred sixty (6,960) 120mm XM1147 High Explosive multipurpose tracers. Also included are forward repair systems; trailer mounted generators; Common Remote Operated Weapons Station Low Profile (CROWS-LP); communications equipment; GPS receivers; ammunition; spare and repair parts; Special Tools and Test Equipment (STTE); technical manuals and publications; maintenance trainers; gunnery training systems; tank driver's trainers; new equipment training; U.S. Government and contractor technical, engineering, and logistics personnel services; and other related elements of logistics and program support. The total estimated program cost is \$6.0 billion.

This proposed sale will support the foreign policy and national security of the United States by helping to improve the security of a NATO Ally that is a force for political stability and economic progress in Europe.

The proposed sale will improve Poland's capability to meet current and future threats by providing a credible force that is capable of deterring adversaries and participating in NATO operations. Poland will have no difficulty absorbing this equipment into its armed forces.

The proposed sale of this equipment and support will not alter the basic military balance in the region.

The principal contractors will be General Dynamics Land Systems, Sterling Heights, MI; BAE Systems, York, PA; Leonardo DRS, Arlington, VA; Honeywell Aerospace, Phoenix, AZ; Raytheon Company, McKinney, TX; and Lockheed Martin, Orlando, FL. There are no known offset agreements proposed in connection with this proposed sale.

Implementation of this proposed sale will require approximately (22) U.S. Government and (52) U.S. contractor representatives to travel to Poland for a duration of up to five years to support equipment fielding and training.

There will be no adverse impact on U.S. defense readiness as a result of this proposed sale.

TRANSMITTAL NO. 22-20

Notice of Proposed Issuance of Letter of Offer Pursuant to Section 36(b)(1) of the Arms Export Control Act

Annex Item No. vii

(vii) *Sensitivity of Technology:*

1. M1A2 SEPv3 Abrams Tank: The M1A2 Abrams is a third-generation American main battle tank, produced by General Dynamics Land Systems and named for General Creighton Abrams. The M1A2 SEPv3 (System Enhancement Package version 3) features include a multi-fuel turbine engine, composite armor, an advanced computer fire control system, separate ammunition storage in a blow-out compartment, and 120mm main gun. Extensive improvements have been integrated into the latest M1A2 SEPv3 configuration. These improvements include improved digital systems, increased electrical power margin to support demands of future technologies, line replaceable modules (LRM) to reduce operational support costs, ammunition data link to support new tank main gun rounds, and an auxiliary power unit (APU). M1A2 SEPv3 Abrams tank components considered to contain sensitive technology in the proposed sale are as follows:

a. Thermal Imaging System (TIS) and Commander's Independent Thermal Viewer (CITV):

(1) The TIS and CITV constitutes a target acquisition system which, when operated with other tank systems gives the tank crew a substantial advantage over the potential threat.

(2) The TIS provides the Abrams M1A2 crew with the ability to effectively aim and fire the tank main armament system under a broad range of adverse battlefield conditions. The TIS can be operated and viewed by the tank gunner or tank commander, and is the main sighting system for the tanks' main gun (cannon). The CITV provides the same target acquisition system as the TIS, but provides the tank commander a separate system that can be controlled and operated independent of the TIS.

b. Armor: Major components of the armor are fabricated and assembled into serialized removable subassemblies, and installed in sealed modules.

c. 120mm Main Gun (Cannon) & M256 Gun Barrel: The Abrams 120mm main gun system is composed of a 120 millimeter (mm) smoothbore gun (cannon) also referred to as the M256 gun barrel, manufactured at Watervliet Arsenal; armor-piercing, fin stabilized, discarded sabot (APFSDS) and other warheads; and combustible cartridge case ammunition.

d. AGT-1500 Gas Turbine Propulsion System: The use of AGT-1500 gas turbine propulsion system in the M1A2 is a unique application of armored vehicle power pack technology. The hardware is composed of the AGT-1500 engine and transmission and is not classified. Manufacturing processes associated with the production of turbine blades, recuperator, bearings and shafts, and hydrostatic pump and motor are proprietary and therefore commercially competition sensitive.

e. Common Remotely Operated Weapon Station—Low Profile (CROWS-LP): The CROWS-LP (M153A2E1) is a commander's weapon station. It allows for operation of weapons—M2HB, M2A1, M240B and M240 machine guns. The CROWS-LP is an updated version of the M153A2 CROWS. The CROWS-LP M153A2E1 has improved performance over the M153A2.

f. Ammunition Data Link (ADL): The Ammunition Data Link (ADL) is a system con-

sisting of hardware, electronics, software and an upgraded fire control system. The ADL is required to effectively fire the latest generation of "smart" 120mm main gun ammunition. The ADL offers the capability to supply data to the main gun ammunition to increase the capability and effectiveness of the smart round. The Advanced Multipurpose (AMP) smart round requires the ADL to function, and is a future enhancement for use with the M1A2 Abrams.

g. Driver Vision Enhancer—Abrams (DVE-A) AN/VAS-5 and Rear View Sensor System (RVSS):

(1) The AN/VAS-5 Driver Vision Enhancer—Abrams (DVE-A) and Rear View Sensor System (RVSS) are thermal imaging systems developed for use while driving combat vehicles and tactical wheeled vehicles. The DVE-A provides night vision capability for the Abrams tank driver. RVSS provides a rear view camera for the Abrams tank.

(2) DVE-A and RVSS allow for tactical vehicle movement in support of operational missions in all environmental conditions (day/night and all weather) and provides enhanced driving capability during limited visibility conditions (darkness, smoke, dust, fog, etc.).

h. Global Positioning System (GPS) AN/PSN-13 Defense Advanced GPS Receiver (DAGR): Global Positioning System (GPS) capability is currently provided to Abrams tanks using the DAGR. The DAGR is a handheld GPS receiver which utilizes Selective Availability Anti-Spoofing Module (SAASM) security. It is used for the Abrams tank, the M88A2 HERCULES Recovery Vehicle and the Joint Assault Bridge.

i. Handheld Communication Radio AN/PRC-158: The AN/PRC-158 is a multiband handheld radio. It is a portable, compact, tactical software-defined combat-net radio manufactured by L3/Harris Corporation. It is also referred to as the AN/PRC-158 Multi-Channel Manpack Radio System. The AN/PRC-158 has been fielded since 2005 by the U.S. Army, the USMC, and various select countries. It is used for the Abrams tank, the M88A2 HERCULES Recovery Vehicle and the Joint Assault Bridge.

j. Battle Management System (BMS): The BMS for the Poland SEPv3 tank will consist of a Data Distribution Unit—Expandable (DDUx), a transceiver, and commercial software called Sitaware. It equips soldiers with secure data encryption and advanced logistics. It includes an intuitive interface with features like touch-to-zoom maps and drag-and-drop icons. It is used for the Abrams tank, the M88A2 HERCULES Recovery Vehicle and the Joint Assault Bridge.

k. Counter Remote Controlled Improvised Explosive Device (RCIED) Electronic Warfare (CREW) Duke AN/VLQ-12: The AN/VLQ-12 CREW Duke system is a vehicle-mounted, lightweight system that neutralizes RCIED threats and gives troops a tactical advantage across the full spectrum of operations. It is the U.S. Army's state-of-the-art security enhancement to the U.S. Army Abrams tank. The AN/VLQ-12 CREW Duke system uses an advanced software-defined architecture that supports rapid reconfiguration to adapt to the constantly evolving threat environment.

2. M88A2 HERCULES Recovery Vehicle: The primary role of the M88A2 Heavy Equipment Recovery Combat Utility Lifting Extraction System (HERCULES) Combat Recovery Vehicle is recovery of the Abrams M1 Main Battle Tank. The 70-ton M88A2 Recovery Combat Vehicle is standard equipment to de-process, recover, and sustain the Abrams M1 Tank. The vehicle's role is to extricate combat vehicles that have become bogged down or entangled; and to repair or replace damaged parts in fighting vehicles while under fire. The M88A2 main winch is capable

of 70-ton single line recovery; and a 140-ton 2:1 recovery when used with a 140-ton pulley. The A-frame boom of the M88A2 can lift 35 tons when used in conjunction with the spade down. The spade can be used for light earth moving and to anchor the vehicle when using the main winch. The M88A2 employs an Auxiliary Power Unit (APU) to provide auxiliary electrical and hydraulic power when the main engine is not in operation; the APU can also be used to slave start other vehicles. The M88A2 recovery vehicle components considered to contain sensitive technology in the proposed case are as follows:

a. AVDS-1790-8CR Engine Propulsion System: The AVDS-1790-8CR is a unique modification to the standard piston engine family in the M60 series and the base M88A1.

b. Driver's Vision Enhancer (DVE-CV M88): Driver's Vision Enhancer (DVE-CV M88) is a thermal imaging system developed for use while driving Combat Vehicles (CVs) and Tactical Wheeled Vehicles (TWVs). It allows for tactical vehicle movement in support of operational missions in all environmental conditions (day/night and all weather) and provides enhanced driving capability during limited visibility conditions (darkness, smoke, dust, fog, etc.). The DVE provides night vision targeting capabilities for armored vehicles and long-range night vision reconnaissance capability to the warfighter. The DVE-CV for M88 vehicle is a platform-mounted night vision device (not man-portable), requires external power supply and is integrated into the vehicle.

3. M1110 Joint Assault Bridge: The M1110 Joint Assault Bridge (JAB) is a fully tracked armor engineer vehicle specifically designed to replace the M48/M60 AVLB, M104 Wolverine HAB and provide assault bridging capabilities to armored forces. The JAB System consists of an M1A1 Abrams chassis (with A2 heavy suspension) and a hydraulic bridge launch mechanism that will launch and retrieve the Heavy Assault Scissor Bridge MLC-115 Normal and MLC-124 Caution. The JAB contains:

a. Armor: Major components of the armor are fabricated and assembled into serialized removable subassemblies, and installed in sealed modules.

b. AGT-1500 Gas Turbine Propulsion System: The use of AGT-1500 gas turbine propulsion system in the JAB is a unique application of armored vehicle power pack technology. The hardware is composed of the AGT-1500 engine and transmission.

c. Driver Vision Enhancer—JAB (DVE) and Rear View Sensor System (RVSS): The Driver Vision Enhancer (DVE) used on the JAB is the DVE-10 and Rear View Sensor System (RVSS) both are thermal imaging systems developed for use while driving combat vehicles and tactical wheeled vehicles. The DVE provides night vision capability for the JAB driver. The RVSS provides a rear view camera for the JAB. DVE and RVSS allow for tactical vehicle movement in support of operational missions in all environmental conditions (day/night and all weather) and provides enhanced driving capability during limited visibility conditions (darkness, smoke, dust, fog, etc.).

4. M830A1 120mm High Explosive Anti-Tank (HEAT) TP-T Cartridges is a chemical energy, multi-purpose projectile with an anti-personnel capability. The round consists of a fin stabilized steel body which is loaded with Composition A3 Type II explosive. The fins are canted and impart spin to the projectile. A copper shaped charge liner and wave shaper are contained within the warhead.

5. The highest level of classification of defense articles, components, and services included in this potential sale is SECRET.

6. If a technologically advanced adversary were to obtain knowledge of the specific

hardware and software elements, the information could be used to develop countermeasures that might reduce weapon system effectiveness or be used in the development of a system with similar or advanced capabilities.

7. A determination has been made that Poland will provide substantially the same degree of protection for the sensitive technology being released as the U.S. Government. This sale is necessary in furtherance of the U.S. foreign policy and national security objectives outlined in the Policy Justification.

8. All defense articles and services listed in this transmittal have been authorized for release and export to the Government of Poland.

RECOGNIZING THE PENSION RIGHTS CENTER

Mr. WYDEN. Mr. President, today is a doubly special day. February 17 is the 46th anniversary of the founding of the Pension Rights Center. February 17 is also the birthday of Karen Ferguson, the long-time director of the Pension Rights Center, who passed away recently.

The Pension Rights Center as helmed by Ms. Ferguson was known as a tireless advocate for the right of workers and senior citizens to enjoy a dignified and secure retirement. Their passion for retirement security is something that I have also shared since the 1970s, when I helped to found the Oregon Gray Panthers, an organization dedicated to improving the lives of senior citizens. The support of the Pension Rights Center and Ms. Ferguson was instrumental in the passage of recent legislation such as the Setting Every Community Up for Retirement Enhancement Act of 2019 and the financial assistance program for distressed multiemployer pension plans in the American Rescue Plan Act.

On this double anniversary, I urge my colleagues to reflect on the progress that has been made so far in improving retirement security in the United States and to double down in our efforts to fight for further improvement.

ADDITIONAL STATEMENTS

REMEMBERING KAREN FERGUSON

• Mrs. MURRAY. Madam President, I rise today to pay tribute to the life and work of Karen Ferguson, the founder and president of the Pension Rights Center. Karen passed away in December. Today would have been her 81st birthday, and today also marks the 46th anniversary of Karen founding the Pension Rights Center.

Under Karen's steadfast leadership, the Pension Rights Center has been at the forefront of ensuring retirement security for all, from retirees in struggling multiemployer pension plans to women obtaining spousal shares of retirement plans to countless individuals seeking assistance through one of the center's pension counseling projects.

The Pension Rights Center was Karen's gift to all of us.

Karen will be remembered for her fierce determination and tireless advocacy on behalf of workers, women, and retirees. She also possessed an unparalleled depth of knowledge on retirement law, a subject many find intimidating. The world has lost a pension superhero. I salute Karen for her decades of service. She will be greatly missed.●

RECOGNIZING FARM GIRL GIFTS AND BAKE SHOP

• Mr. PAUL. Madam President, as ranking member of the Senate Committee on Small Business and Entrepreneurship, each week I recognize an outstanding Kentucky small business that exemplifies the American entrepreneurial spirit. This week, it is my privilege to recognize Farm Girl Gifts and Bake Shop of Corydon, KY, as the Senate Small Business of the Week.

Entrepreneurship is undoubtedly a unique career path. I guarantee if you ask any small business owner about the genesis of their business, you will find that each start-up story is distinct in its own way. For Farm Girl Gifts and Bake Shop, baking had long been a hobby of founder and owner, Marganna Stanley, who spent the past 30 years working as an educator in the schools of Henderson County, the last 6 of which as Henderson County school superintendent. Though she has always been passionate about teaching, Marganna did not let her 2020 retirement stop her from chasing her other dream, that of owning her own business.

In late 2020, undeterred by the COVID-19 pandemic, Marganna opened Farm Girl Gifts and Bake Shop, a place where one could shop for gifts of all kinds, including glassware, skincare and bath products, children's books and toys, along with a host of local artisan products. Even with the wide array of gifts for sale, there are plenty of other attractions at Farm Girl, namely, the excellent home-cooking of Marganna and her staff. As the business name would indicate, baked goods are her specialty. The team at Farm Girl Gifts and Bake Shop work tirelessly to ensure that every customer has more than enough options to choose from. From cookies to layer cakes, muffins to pies, sourdough loaves to her signature tall cupcakes, Marganna and her team stay busy in the kitchen.

As the only restaurant in the town of Corydon, Marganna makes sure Farm Girl always has some hearty Kentucky cooking on hand to satisfy any appetite. Though sweets are Marganna's specialty, sub sandwiches, soups, and sliders are common attractions at Farm Girl Gifts and Bake Shop. Moreover, Marganna brings her experience as an educator and her love for teaching to her new business venture. When stocking her shelves with Christmas gifts for the holidays, she made sure to

include educational books and toys for young children. She keeps the Farm Girl atmosphere fun by creating competitions for her devoted customers. In the summer of 2021, she announced that the customer who bought Farm Girl's 10,000th tall cupcake would receive a \$100 prize. She ended 2021, her first full year in business, having sold 9,678 of these tall cupcakes. Shortly thereafter Farm Girl hit that 10,000 milestone and that \$100 bill found itself in one lucky customer's pocket. Her effort to bring a fun and engaging feeling to her business harkens back to Marganna's tenured career as an educator. Needless to say, his beloved presence in Henderson County is still brightening the faces of Corydon residents, young and old.

Farm Girl Gifts and Bake Shop is a wonderful example of how old passions can lead to new adventures. Always a great steward of her community, Marganna did not let a pandemic delay or deter her from pursuing her dream of serving Henderson County outside of the classroom. Always with a friendly smile, she continues on as a steadfast member of her community, and Henderson County parents and alumni alike make sure to stop by Farm Girl Gifts and Bake Shop to see her familiar face.

Congratulations to Marganna Stanley and the entire Farm Girl Gifts and Bake Shop team. I wish them the best of luck and look forward to watching their continued growth and success in Kentucky.●

TRIBUTE TO ED LEARY

• Mr. ROMNEY. Madam President, I rise today to recognize a remarkable Utahn who has recently announced his retirement after a long career of public service to our great State. Ed Leary has served honorably as commissioner of the Utah Department of Financial Institutions—DFI—for the past three decades, and his retirement marks the conclusion of 45 years at the agency.

His ascendancy through the ranks of the agency is a testament to his strong character, wealth of knowledge and expertise, and impressive leadership abilities. From first serving as examiner, to industry supervisor and chief examiner before his appointment as Utah banking commissioner in 1992, Ed Leary garnered the necessary experience to become an indispensable advocate of smart banking policy.

Ed's list of accomplishments during his tenure is a long one. To name just a few, he led his agency's successful effort to achieve accreditation of the Utah DFI, shepherded the development of Utah's industrial banks community, and was instrumental in reforming the regulatory environment to improve conditions for commerce, bolstering Utah's economic might. By virtue of his thoughtful policy advocacy, Ed has earned the trust and admiration of friends, colleagues, and associates in both the public and private sectors.